

Council of Governors

MINUTES

of a meeting held on Wednesday 21st October 2009 at 5:30pm in the Blair Bell Lecture Theatre, Liverpool Women's NHS Foundation Trust

| | | |
|-----------------|---------------------|---|
| Present: | Mr K Morris (chair) | Chairman |
| | Mrs C O'Keeffe | Governor, Clinical Support Staff & Non Clinical Staff |
| | Ms J Rooney | Governor, Midwives |
| | Mrs B Kerr | Governor, North Liverpool |
| | Ms M Williams | Governor, Central Liverpool |
| | Ms A James | Governor, Central Liverpool |
| | Mrs J Wooldridge | Governor, South Liverpool |
| | Mrs M McDonald | Governor, South Liverpool |
| | Mrs M Kelly | Governor, Sefton |
| | Mr G McKeating | Governor, Sefton |
| | Mrs T Jones | Governor, Sefton |
| | Mrs V Kehoe | Governor, Knowsley |
| | Mrs P Jones | Governor, Other Public |
| | Mrs A Banks | Governor, Other Public |
| | Dr P Grey | Appointed Governor |
| | Mrs M Hogan | Appointed Governor |
| | Prof S Wray | Appointed Governor |

| | | |
|-----------------------|-----------------|---|
| In attendance: | Mrs K Thomson | Chief Executive |
| | Ms E Saunders | Director of Corporate Affairs/Trust Secretary |
| | Mrs K Doherty | Director of Human Resources |
| | Ms C Salden | Director of Service Development |
| | Mrs G Naylor | Director of Nursing, Midwifery & Patient Experience |
| | Mrs V Harris | Director of Finance |
| | Mrs A McCracken | Non executive |
| | Mrs L Edwards | Assistant Director of Quality |

| | | |
|-----------------|-----------------|----------------------------|
| Minutes: | Miss L Florensa | Senior Executive Assistant |
|-----------------|-----------------|----------------------------|

1. Apologies

| | |
|-----------------|---|
| Mrs A Douglas | Deputy Chair/Governor, Scientists & Tech Staff |
| Mrs D Brown | Governor, Nurses |
| Mrs D Carter | Governor, Clinical Support Staff & Non Clinical Staff |
| Mrs A Parker | Governor, North Liverpool |
| Mrs M Day | Governor, Central Liverpool |
| Mrs A Smith | Governor, Knowsley |
| Dr L Bricker | Governor, Doctors |
| Ms A Paracha | Governor, Central Liverpool |
| Mrs B Stopforth | Governor, Central Liverpool |
| Prof G Mazhindu | Appointed Governor |
| Cllr J Aston | Appointed Governor |
| Cllr M Fielding | Appointed Governor |

2. Minutes of previous meeting held on 15th July 2009

The minutes were approved as an accurate record.

Mr K Morris thanked Mrs McCracken for acting up as chair of the Trust during his recent secondment.

3. Matters Arising

3.1 Annual Health Check Results 2008/09

Mrs Thomson informed the Council that the Trust had received a 'good' rating for quality of services and an 'excellent' rating for use of resources. Mrs Thomson said she was delighted with the hard work from the executive team and all staff to reach the targets and measures. The system that regulates the Trust is changing so the Trust will need to submit another declaration in December which will close off the process relating to the core standards. The new registration process will begin in January 2010.

3.2 Tenders for women's services

Ms Salden informed the council that the PCT had gone out to procurement for any willing provider for gynaecology assessment services to commence April 2010. Any general practitioners or any independent organisations can apply. Ms Salden said the team are looking at what impact this would have on the Trust and deciding whether or not the Trust should submit an application, the deadline being the end of October. A meeting is to be held with representative GPs, consultants and managers from the Trust to discuss the pathway, the current service and proposed service. Ms Salden said this would impact on income with approximately £1 million taken out of the Trust's current contract income.

Ms Williams asked what doubts the Trust has about submitting a proposal for the service. Ms Salden explained firstly the PCT have articulated a strong view that this is primary care work and not for hospitals so it is possibly inappropriate to submit an application and secondly the specification sets tight criteria and costs for providing the service and it is questionable whether the Trust would be able to provide it at the costs they state. Mrs Banks asked would this affect medical staff. Ms Salden confirmed the lost service would impact on staffing including nurses, consultants and administrative staff as there would be 8,500 – 10,000 outpatient appointments lost. These implications are being worked through now and the current job plans of medical staff are being reassessed. Mr Morris said the Trust is not against the concept of moving services out of hospital where appropriate but needs to consider the business consequences; he asked the Council if they thought this result is what women would want to see as service users. Dr Grey said this is not just happening to this service but is a trend within the PCT of moving services into primary care and using hospitals for high-tech care; she agreed that they should monitor patient expectations. Mr Morris asked could the Trust be involved in the monitoring process. Dr Grey said the PCT would welcome the Trust's involvement. Mrs Kelly asked is this across Merseyside or just Liverpool. Mrs Thomson clarified this is just Liverpool PCT.

Mr Morris noted a letter received from David Nicholson requesting NHS competition to be decreased due to the current economic climate.

3.3 Governors Development Programme

Ms Saunders confirmed that the development programme would be held on Tuesday 10th November 9:30am – 4pm at the Novas contemporary urban centre. If governors can not attend the full day, attending part of the day would still be valuable.

4. Board Report

4.1 Board of Directors' Business: Sept - Oct 2009

Minutes noted.

4.2 Chief Executive's Report

Performance report

Ms Salden informed the Council that the Department of Health had published the targets for cancer, except for the 'consultant upgrade' target. The cancer patient appointments are being audited as appointments given within 2 weeks are not all being attended; there is a query whether all patients are aware that they are being referred under suspicion of cancer. The smoking rate at time of birth remains a challenge to achieve. Ms Salden said there is a large amount of resources going into smoke free initiatives but even so it will continue to be a challenge to achieve for our patient population. Currently 26% of women smoke at the time of delivery.

Ms Doherty joined the meeting at this point.

Mr McKeating queried are these figures just one area as he thought Knowsley figures were lower than this. Ms Salden said the figure is for the Trust's patients who come from a number of areas. Ms Rooney said the community midwives are all trained in smoking cessation techniques and are targeting women in deprived areas at the moment, however these areas are the most difficult to influence. This Trust can only treat the patients but their partners can be referred to other smoking cessation services.

4.2.1 Developing the Trust's Strategic Direction 2010-15

Mrs Thomson introduced Mrs Harris, Director of Finance, formally to the Council.

Ms Salden said the strategy had been refreshed to fit in with the current financial climate. The Trust Board would discuss in November and pick up on areas which require focus. This would be fed back to CBU's and meetings will be held in November/December. A Trust event would be held in February/March which allows each department to put forward ideas for the future and provide peer challenge to each other. Governors will be invited to attend this session and can choose what service they would want to align against. This must be completed by 21 May 2010.

4.2.2 Financial Outlook 2009-12

Mrs Harris informed the Council that figures had become clearer since the last meeting. The North Mersey area needs to save £300 million which is the approximate scale of one general hospital budget, but need to achieve this saving without losing any services, no reduction to quality, improving services and by continuing to meet all targets. The Trust needs to find a cost saving of £5million per year. Surplus is very good but to maintain Monitor risk rating of 3 the Trust must have £2 million in surplus.

Ms Salden left the meeting at this point.

Summit meetings are being held across the region to discuss options and how to move forward together. This Trust would be holding its own Clinical Summit session for staff. Ms Kehoe asked could they join departments with other Trusts e.g. finance. Mrs Harris said some processing elements of finance is shared e.g. payroll.

Mrs Thomson said the leadership challenge is how to make this feel achievable to staff rather than making it feel impossible. Ms O'Keeffe said they are meeting with vendors at the moment and asking for suppliers to both LWH and Alder Hey jointly to reduce costs. Ms O'Keeffe informed the Council that the IM&T department had been a shared service for 7 weeks and they can already see the benefits. There had been no loss of posts and separate identities maintained so she would recommend a similar approach for other areas if it can be done. Ms Williams suggested a new award for 'cost saving' for focussing on excellence. Mrs MacDonald said ward staff are aware of duplication which

is mainly due to communication issues. Ms Jones said NHS staff are used to pulling together and that the NHS had just had a good time recently. The internal summit meeting will be used to find out from ground floor staff where they can see cost savings. Mrs Kelly said they should follow green solutions e.g. automatic lights switch off, which have a cost to set up but reduce future expenditure. Mrs Harris said this is part of future costs plans to go greener and capital spend is available to do.

Mrs Kelly left the meeting at this point.

4.2.3 CQC Hygiene code Inspection

Mrs Naylor informed the Council that the Care Quality Commission (CQC) had made an unexpected inspection at the end of August and found no evidence of any breaches of registration requirements. They looked at a total of nine measures and awarded seven 'no concerns' and identified two where there was room for improvement. The two areas for improvement were for general cleanliness and decontamination assurance. Action plans to address both were put in place immediately and a hygiene action group set up to take forward the action plans.

Evidence that the actions had taken place was submitted in October and the CQC declared that sufficient evidence had been given; as a consequence they decided not to re-visit the Trust. Patients watched the inspection taking place so witnessed the level of detail. The Hygiene action group continues to meet to maintain levels. The Trust was awarded as compliant with all nine measures and was reassured by the thoroughness of the assessors. Both reports are available in the public domain.

4.2.4 Smoke free Update

Mrs Edwards reminded the Council that the Trust had been a smoke free site since January 2006. A Smoke Free group was set up to advise on implementation and this continued to meet to monitor and implement other smoke free initiatives. In 2007 a patient concierge post was created to focus on front of house, of which part of the role is to police smoking on the site. At the May Trust Board meeting a report was submitted which outlined recent initiatives, money spent on cleaning up and so on; there was a general consensus that the problem of patients and visitors smoking at the front door was worsening and an overwhelming suggestion to re-instate the smoking shelter. The survey was repeated in October 2009 in collaboration with SmokeFree Kids to encourage families to stop smoking. A clear message was given with positive feedback however this was limited to when SmokeFree Kids were on site. The policy was re-launched to remind staff although staff smoking is not a problem at the Trust. The Trust had worked with Liverpool PCT to provide further support and training to midwives to educate patients. Volunteers had been added to main reception desk for a meet and greet role so concierge could concentrate on preventing smoking. NHS posters and local school children's stop smoking posters had been put up across the Trust.

The second survey again resulted in dissatisfaction, with a strong plea for a designated smoking shelter by staff, patients and visitors. There is staff concern about asking people to stop smoking as they are often faced with aggressive responses from patients and visitors. Ms Williams said a shelter in a discrete area would be useful to move people away from the main entrances and you don't know what circumstances they are under e.g. bereavement. Ms James thought by reinstating would send mixed messages. Mrs Edwards said the shelter would not be made comfortable and the message to stop would be reinforced. Mrs Thomson said the DVD played at the beginning of the meeting exhibits views expressed by patients and visitors. Smoke free information is sent to all patients. The Royal Liverpool & Broadgreen University Hospital and Alder Hey Children's Hospital have re-instated their shelters.

Mrs Naylor assured the Council that the Trust would continue to push all smoke free initiatives. Dr Grey said she was disappointed with the proposal as it condones a place to harm health. Mrs Banks said they can't say if it is right or wrong, it's a choice and there seems to be a clear message from patients and others. Mrs Wooldridge agreed with Dr Grey's comments that it is a backwards step but can see that it is required step as the Trust has worked on it for years and cannot seem to make progress. Mrs MacDonald also initially disagreed with a shelter however could see no other way forward so agreed.

A vote was held by show of hands for and against re-instating the smoking shelter. Of those governors present and eligible to vote, 12 voted for and 5 voted against.

Mr Morris confirmed the shelter would be re-introduced and use monitored and proposed a further update in 6 months time.

Mrs Naylor and Mrs Edwards left the meeting at this point.

5. Council of Governors Business

5.1 Membership Strategy Committee

Mrs Wooldridge informed the council that the rebranded newsletter 'Generations' had been issued and asked for any comments or suggestions to be passed on. The next edition is due out February 2010. There had been an increased membership drive with 300 new members signed up, majority work done by Kenyon Fraser. The Open Day and AGM had been a huge success with approx 600 people attending. The committee had decided to refresh work with local community groups and bring an updated membership strategy to the Council for the coming year.

The committee had lost some members recently due to terms of office coming to an end and anyone wanting to join the committee would be very welcome. The group meet informally bi-monthly and get involved in a lot of areas. Mrs MacDonald and Mrs Banks both opted to join the committee. Mr Morris thanked the governors for their work towards the open day.

5.2 Public Engagement Committee

Nil to report

5.3 Corporate Social Responsibility Committee

Nil to report

5.4 Remuneration Committee

Nil to report

5.5 Nominations Committee

Nil to report

6. Trust Secretary Business

6.1 NED Recruitment Update

Ms Saunders said the recruitment process for two new non Executive Directors was progressing well. Forty applicants had been received and long listing completed; a shortlisting meeting would take place and candidates would be interviewed by the Nomination Committee. There would also be focus groups with Board members on 12 November. The Trust is in a good position to appoint to the two roles. Ms Saunders informed the Council that Ms Yvonne Rankin had resigned from her role as Non-Executive Director due to ill health and thanked her formally for her contribution. Ms James said that

as a new member of the Nominations Committee she had felt daunted with the task at first however the organisation had made the process very easy, with expert support given by setting Odgers. Mr Morris said further discussion is needed regarding governor applications to such roles.

Mrs McCracken left the meeting at this point.

6.2 Lead Governor Proposal

Ms Saunders informed the Council that due to the Mid Staffordshire review, an issue had been raised regarding how Monitor interacted with governors directly. As a result a Lead Governor role would be introduced who would be a direct contact for Monitor in certain circumstances. Ms Saunders said she could see benefits in practical terms for this role e.g. Mr Morris' secondment; conflict of interest issues. Mrs Douglas as nominated Deputy Chair of Council had offered to take on this role. The national Foundation Trust Network had requested more detail about the role from Monitor. It is possible that they won't allow a staff representative to take this role in which case the public governors would be asked. Ms Saunders said she would report back at the next meeting as to Monitor's clarifications. The Council approved the decision.

6.3 Open versus closed Board meetings

Ms Saunders informed the Council that also due to the Mid Staffordshire review the issue of Board meetings being held in private was being debated widely across the country. She explained that there was a variety of arrangements in place in foundation trusts nationally and that Monitor and the FTN's view was that the decision was for the individual trust to make. Liverpool Women's runs a private Board meeting for which all minutes are made available publically on the website and a public Governor meeting which minutes are also available on the website. Ms Saunders took the Council through the paper she had written providing the background and process at the Trust. This had also been to the Board and it had been agreed that the current situation would be maintained, however Ms Saunders suggested that more engagement between the Board and the Council is needed.

Mr Morris asked the governors are they happy with the Trust's transparency. Dr Grey said the PCT hold their meetings in public and very little goes to private business. Mr Morris said there is no guarantee that this works any different and could encourage a fixed agenda. Ms P Jones thought that four meetings a year doesn't seem like many. Ms Saunders said lots of meetings become difficult as members have other commitments but they could explore more informal briefing sessions rather than add formal meetings. Ms Williams queried are there any other committees in the Trust they could attend. Mr Morris undertook to consider where this might be appropriate, although there are already a number of Trust groups that have requested a governor member and it has not always been easy to obtain volunteers due to time commitments. Prof Wray said she can't always attend the meetings but if they were more frequent the amount of business would decrease or informal briefings could be organised more formally so in diary. Ms Saunders and Mr Morris undertook to discuss further and come back with some suggestions.

Mrs Thomson said if public did attend the Board meetings they wouldn't be able to input, they would just listen as they are meetings held in public not public meetings Mrs Wooldridge thought that all had been transparent but it would be useful to hear ideas of how governors and board can meet together at the next meeting.

7. Any other business

Ms Saunders drew the Council's attention to the Glossary of NHS terms that had been circulated in response to Mr McKeating's request at the last meeting.

The 2010 meeting dates were also circulated.

Ms James said she had attended a recent National Foundation Trust Governors meeting and agreed with past comments that this Trusts process is much more developed and it was the correct decision not to join.

8. Date and time of next meeting

Wednesday 20th January 2010 at 5.30pm in the Blair Bell Education Centre